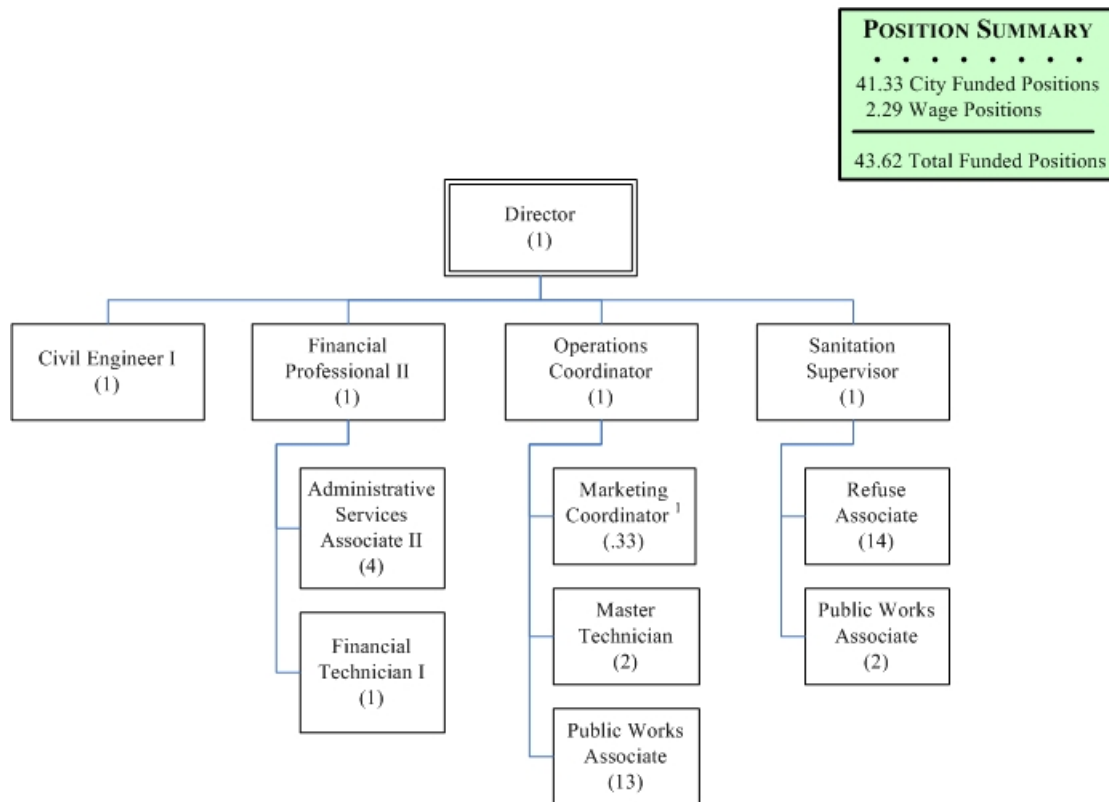




PUBLIC WORKS - SOLID WASTE MANAGEMENT

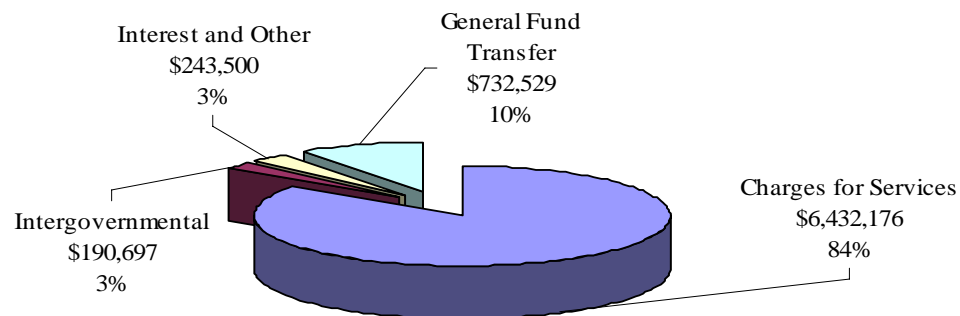


1. Marketing Coordinator position is shared among three departments. Remainder of position is assigned to and funded by:
- | | |
|------------------------------|---------|
| Communications and Marketing | .33 FTE |
| Utilities (Water Fund) | .33 FTE |

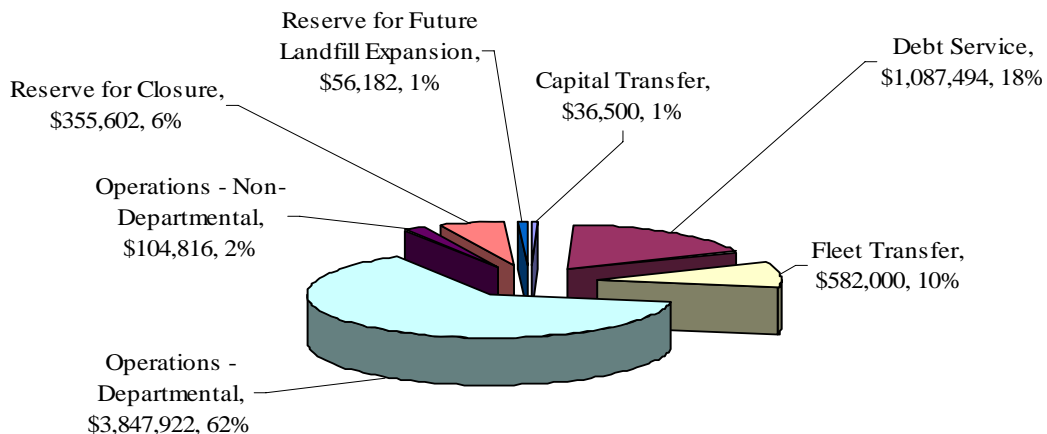


Solid Waste Management Fund. Established as a self-supporting enterprise fund. The Fund assesses solid waste disposal costs through a tipping fee at the landfill and a tag/decal system for residential collection. Beginning January 2004, a monthly common goods fee was assessed to each residential household in the City. Solid Waste Management provides semi-automated weekly refuse pickup at homes and small businesses, and collects brush and bulk items on an on-call basis and operates a sanitary landfill to collect and process solid waste, including household hazardous waste, wood products, metal and tires. Maintenance at the landfill includes groundwater monitoring and leachate and methane management. The Division has nine neighborhood facilities for public recycling of plastics, newspaper, cans and mixed paper and works with approximately 70 groups which volunteer to collect litter from City streets.

FY 2007 REVENUES
\$7,598,902



FY 2007 EXPENDITURES
\$6,070,516





Solid Waste Management

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
FUND SUMMARY					
BEGINNING FUNDS ¹	\$4,676,578	\$5,093,979	\$5,628,852	\$5,950,546	\$5,950,546
REVENUES					
Charges for Services	\$6,985,740	\$6,097,399	\$6,477,165	\$6,432,176	\$6,432,176
General Fund Transfer	732,529	732,529	732,529	732,529	732,529
Intergovernmental	190,697	190,697	190,697	190,697	190,697
Interest & Other	270,493	172,000	407,110	243,500	243,500
TOTAL REVENUES	\$8,179,459	\$7,192,625	\$7,807,501	\$7,598,902	\$7,598,902
EXPENSES					
Operating -Departmental	\$3,943,774	\$3,990,322	\$4,258,862	\$3,963,145	\$3,847,922
Operating-Non-Departmental	235,850	225,106	237,010	108,916	104,816
Debt Service	1,460,380	1,254,562	1,254,562	1,087,494	1,087,494
Reserve for Future Landfill Expansion	1,174,326	963,628	963,628	56,182	56,182
Landfill Closure	147,355	345,245	345,245	355,602	355,602
Capital Transfer	36,500	36,500	36,500	36,500	36,500
Fleet Transfer	229,000	390,000	390,000	582,000	582,000
TOTAL EXPENSES AND TRANSFERS	\$7,227,185	\$7,205,363	\$7,485,807	\$6,189,839	\$6,070,516
ENDING FUNDS	\$5,628,852	\$5,081,241	\$5,950,546	\$7,359,609	\$7,478,932
Key Financial Ratios:					
Debt Coverage Ratio Target	1.20	1.20	1.20	1.20	1.20
Debt Coverage Ratio	2.71	1.76	2.61	3.21	3.32
Fund Balance Ratio Target	40%	40%	40%	40%	40%
Fund Balance Ratio	80%	71%	84%	131%	136%

¹ Beginning Revised Estimate for FY 2006 are restated to reflect the cash balance and other current assets to be converted to cash within 90 days after June 30th.



Solid Waste Management

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
REVENUE SUMMARY					
CHARGES FOR SERVICES					
Contract Hauler Disposal Fees	\$3,232,967	\$2,638,720	\$2,925,000	\$2,925,000	\$2,925,000
Contract Industrial Disposal Fees	731,139	640,314	700,000	700,000	700,000
Sludge Disposal	633,399	571,000	700,000	700,000	700,000
Solid Waste Gate Fees	344,884	286,500	287,400	286,500	286,500
Solid Waste Flat Fee	1,145,292	1,110,000	1,043,400	996,811	996,811
Tag Sales	434,288	415,000	415,000	355,000	355,000
Decal Sales	455,718	400,000	400,000	460,000	460,000
All Others	8,053	8,865	6,365	8,865	8,865
TOTAL	\$6,985,740	\$6,070,399	\$6,477,165	\$6,432,176	\$6,432,176
INTERFUND TRANSFERS					
General Fund Transfer	\$732,529	\$732,529	\$732,529	\$732,529	\$732,529
TOTAL	\$732,529	\$732,529	\$732,529	\$732,529	\$732,529
INTERGOVERNMENTAL	\$190,697	\$190,697	\$190,697	\$190,697	\$190,697
INTEREST & OTHER					
Interest	\$193,886	\$130,000	\$350,000	\$200,000	\$200,000
All Other	76,607	42,000	57,110	43,500	43,500
TOTAL INTEREST & OTHER	\$270,493	\$172,000	\$407,110	\$243,500	\$243,500
TOTAL REVENUE	\$8,179,459	\$7,165,625	\$7,807,501	\$7,598,902	\$7,598,902



Solid Waste Management

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	39	42.33	42.33	42.33	41.33
City Funded Wage	2.29	2.29	2.29	2.29	2.29
Total FTE Positions	41.29	44.62	44.62	44.62	43.62
EXPENDITURE SUMMARY					
DEPARTMENTAL					
<i>Salaries</i>	\$1,227,452	\$1,330,438	\$1,330,438	\$1,353,212	\$1,320,072
<i>Employee Benefits</i>	435,924	489,813	489,813	552,398	540,815
<i>Contractual Services</i>					\$0
Maintenance and Repair	181,107	355,399	355,535	273,735	273,735
Professional Services	129,662	178,218	287,536	170,968	135,968
Temporary Personnel	117,424	75,000	75,000	75,000	67,500
Printing and Binding Services	0	2,500	2,500	2,500	2,500
Advertising and Public Relations	19,884	22,050	22,050	16,300	16,300
Miscellaneous Contractual Services	134,492	91,516	94,403	88,724	88,724
<i>Internal Services</i>					
Fleet Services	30,050	40,147	49,371	44,839	44,839
<i>Other Charges</i>					
Supplies and Materials	735,992	499,704	646,678	655,443	627,443
Utilities	28,138	31,091	31,091	26,802	26,802
Travel and Training	15,032	11,000	11,000	11,500	11,500
Telecommunications	3,148	4,497	4,497	2,790	2,790
Postage and Mailing	7,277	10,500	10,500	9,217	9,217
<i>Payments to Other Funds</i>					
Leachate Treatment	55,167	57,925	57,925	60,242	60,242
General Fund Payments	\$642,611	\$629,358	\$629,358	\$435,602	\$435,602
Transfer to Self Insurance	107,332	112,040	112,040	120,249	120,249
Dues and Memberships	606	1,150	1,150	700	700
Other Charges - Miscellaneous	19,878	31,850	31,850	38,250	38,250
<i>Rentals and Leases</i>	42,610	16,127	16,127	24,674	24,674
<i>Land Acquisitions</i>	9,988	0	0	0	0
<i>Capital Outlay</i>	0	0	0	0	0
TOTAL	\$3,943,774	\$3,990,323	\$4,258,862	\$3,963,145	\$3,847,922
NON-DEPARTMENTAL					
Trash Tag System Transfer	142,855	142,855	142,855	0	0
Transfer to Water Fund	5,000	5,000	5,000	5,000	5,000
Compensation Plan Adjustments	0	0	0	0	0
All Other	87,995	77,250	89,155	103,916	99,816
TOTAL	\$235,850	\$225,105	\$237,010	\$108,916	\$104,816
TOTAL OPERATING EXPENSES	\$4,179,624	\$4,215,428	\$4,495,872	\$4,072,061	\$3,952,738



Public Works Waste Management Landfill Operations and Recycling Program. The program encompasses solid waste processing and disposal including: sanitary landfill operations; household hazardous waste collection and disposal; wood processing and recycling; separation and recycling of ferrous metals and tires; ground water monitoring, leachate management; and methane gas management. Fees for disposal are collected on a weight basis. Landfill operates according to state and federal regulations. The recycling program oversees and supports various unmanned drop-off recycling sites located throughout the City. The primary objectives of the drop-off recycling program are the following: to promote public-private-citizen partnerships; to increase community awareness of Solid Waste in general and specifically recycling by offering a comparatively low cost option as a partial solution. Directly supports City beautification and litter prevention activities through citizen support.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	24.00	27.33	27.33	27.33	26.33
City Funded Seasonal Wage	0.17	0.32	0.32	0.30	0.30
TOTAL FTE	24.17	27.65	27.65	27.63	26.63
BUDGET SUMMARY					
Salaries	\$800,110	\$871,256	\$871,256	\$892,163	\$869,023
Employee Benefits	293,883	329,448	329,448	371,118	360,300
Contractual Services					
Maintenance and Repair Services - Vehicle	54,858	200,000	200,000	100,000	100,000
Maintenance and Repair Services - Grounds	63,681	80,000	80,000	100,000	100,000
Maintenance and Repair Services - Mechanical	1,684	10,000	10,000	10,000	10,000
Maintenance and Repair Services - Building	(6,456)	10,385	10,385	10,385	10,385
Maintenance and Repair Services	8,826	11,714	11,850	10,050	10,050
Professional Services - Architect/Engineer	97,363	128,468	180,907	128,468	113,468
Professional Services - Environmental Lab	29,799	26,250	83,129	30,000	10,000
Professional Services - Auditing	0	20,000	20,000	10,000	10,000
Professional Services	2,500	3,000	3,000	2,000	2,000
Temporary Personnel	31,893	25,000	25,000	25,000	22,500
Advertising and Public Relations Services	5,205	15,750	15,750	10,000	10,000
Misc Contract Services - Tire Shredding Service	7,065	8,000	8,000	8,000	8,000
Misc Contract Services - House Hazard Waste	10,137	15,000	15,000	15,000	15,000
Fleet Services Charges	16,437	20,539	25,044	24,166	24,166
Miscellaneous Contractual Services	110,446	40,392	43,278	37,712	37,712
Other Charges					
Supplies and Materials - Office Supplies	3,075	10,000	10,000	8,000	8,000
Supplies and Materials - Grounds Maint.	6,985	21,000	21,000	10,000	10,000
Supplies and Materials - Minor Equipment/Tools	13,765	15,300	15,300	15,300	15,300
Supplies and Materials - Vehicle M&R Materials	72,674	40,000	44,000	46,200	36,200
Supplies and Materials - Streets M&R Materials	308,252	165,000	165,000	165,000	165,000
Supplies and Materials - Gas/Diesel Private Co	163,202	107,374	188,528	196,576	190,576
Supplies and Materials	33,744	27,170	27,169	30,500	30,500
Utilities	24,838	30,320	30,320	23,000	23,000
Travel and Training	13,716	10,500	10,500	10,500	10,500
Communications - Telecommunications	2,886	4,256	4,256	2,542	2,542
Communications - Postage and Mailing Services	723	2,500	2,500	850	850
Payments to Other Funds - Leachate Treatment	55,167	57,925	57,925	60,242	60,242
Payments to Other Funds - Indirect Costs - Solid Waste	642,611	629,358	629,358	435,602	435,602
Payments to Other Funds - Self Insurance Pymt-SldWs	107,332	112,040	112,040	120,249	120,249
Dues and Memberships	606	1,150	1,150	700	700
Other Expenses	2,569	9,100	9,100	20,500	20,500
Rental and Leases	34,705	8,127	8,127	22,674	22,674
Land Acquisitions	9,988				
TOTAL	\$3,024,269	\$3,066,321	\$3,268,320	\$2,952,497	\$2,865,039

***Solid Waste Management Fund – Landfill Operations and Recycling Program Budget Description***

The Department Requested Public Works / Landfill Operations & Recycling FY 2007 budget of \$2,952,497 represents a 3.71% decrease of \$113,824 as compared to the Adopted FY 2006 budget of \$3,066,321.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$62,577 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased insurance premiums and the end of the life insurance premium holiday.
- \$81,664 decrease in Contractual Services – Maintenance and Repair Services charges due to two factors: a significant decrease in the use of outside firms to make repairs (\$100,000) to landfill equipment and an increase in the costs to clean the landfill's three sedimentation basins and grind the woodwaste material (\$20,000).
- \$7,250 decrease in Contractual Services – Professional Services charges due to decreased expenses to implement the environmental management system at the landfill (\$10,000). A small increase in laboratory expenses is anticipated (\$3,750).
- \$5,750 decrease in Advertising and Public Relations Services due to the completion in FY2006 of changes to the recycling program.
- \$2,500 decrease in Contractual Services – Miscellaneous Contractual – Closure/Post Closure costs due to the agreement between Enderyne Power Systems and the City.
- \$3,627 increase in Fleet Services Charges due to increased cost in the price of fuel acquired at the City pumps.
- \$89,202 increase in Supplies and Materials – Gas/Diesel charges reflect the rising cost of fuel.
- \$7,320 decrease in Utility charges due to better internal controls.
- \$193,756 decrease in Payments to Other Funds reflecting a significant decrease in the payment for support services to the General Fund based on the Maximus indirect cost plan.
- \$11,400 increase in Other Expenses reflecting the annual landfill tonnage fee assessment.
- \$14,520 increase in Rental and Leases for the lease on the Carroll Avenue Warehouse for storage of the trash carts.

All major items requested are proposed for funding by the City Manager.

**Solid Waste Management Fund – Landfill Operations and Recycling Program Performance Measures****Goal 1:**

Operate landfill and recycling programs according to regulatory requirements in a customer friendly manner.

Objective:

Dispose of solid waste in an environmentally sound and aesthetically acceptable manner.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Target FY 2007
Satisfactory evaluations by DEQ (quarterly)	4	4	4	4
Customer satisfaction rating by direct users of the landfill – citizens who personally visit (from City Survey – 67% represents good and 33% represents fair)	65	66	67	68
Customer satisfaction rating by direct users of recycling sites – citizens who personally visit (from City Survey – 67% represents good and 33% represents fair)	54	54	56	56

Goal 2:

Provide solid waste disposal and recycling as economically as possible.

Objective:

Landfill and recycle solid waste in a cost effective and efficient manner.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Target FY 2007
Percent of residential waste recycled each year	18%	22%	22%	23%
Percent of waste stream diverted from the landfill each year	33%	34%	35%	35%
Landfill operating cost per ton of material landfilled	\$17.43	\$16.52	\$17.00	\$17.50
Recycling cost per ton of material recycled	\$89.48	\$76.39	\$80.00	\$84.00
Drums of household hazardous waste collected	23	26	27	28
Landfill space savings (by recycling) in cubic yards	7,934	7,750	8,050	8,050



Public Works Waste Management Refuse Collection. The program encompasses the collection of refuse from homes and small businesses. A fleet of semi-automated trucks operated by 14 Refuse Associates provide weekly household collection on a daily bases throughout the City. Approximately 21,000 households and 500 businesses are served by this program with an average of 12,500 tons of refuse collected annually. In addition, the collection of bulk and brush is provided on an on-call basis and the collection of litter and dead animal is also performed on an as needed basis.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	15.00	15.00	15.00	15.00	15.00
City Funded Seasonal Wage	2.36	3.09	3.09	1.99	1.99
TOTAL FTE	17.36	18.09	18.09	16.99	16.99
BUDGET SUMMARY					
Salaries	\$427,342	\$459,182	\$459,182	\$461,049	\$451,049
Employee Benefits	142,041	160,365	160,365	181,280	180,515
Contractual Services					
Maintenance and Repair Services - Vehicle	47,538	42,000	42,000	42,000	42,000
Maintenance and Repair Services - Mechanical	10,572	0	0	0	0
Maintenance and Repair Services	404	1,300	1,300	1,300	1,300
Professional Services	0	500	500	500	500
Temp. Personnel	85,531	50,000	50,000	50,000	45,000
Printing and Binding Services	0	2,500	2,500	2,500	2,500
Advertising and Public Relations Services	14,679	6,300	6,300	6,300	6,300
Refuse Disposal Serv.	2,274	2,200	2,200	2,400	2,400
Investigation Serv.	0	100	100	0	0
Onsite Training Serv.	0	400	400	400	400
Uniform Rental Serv.	4,095	6,300	6,300	7,560	7,560
Laundry/Linen/Dry	0	200	200	200	200
Miscellaneous	475	18,925	18,925	17,452	17,452
Internal Services					
Fleet Services Charges	13,613	19,608	24,327	20,673	20,673
Other Charges					
Gas/Diesel Private Co	44,797	47,320	85,141	105,077	93,077
Vehicle M&R Materials	64,931	36,750	38,750	41,500	41,500
Trash Tags	12,547	15,000	37,000	20,000	20,000
Supplies and Materials	12,020	14,790	14,790	17,290	17,290
Utilities	3,300	771	771	3,802	3,802
Travel and Training	1,316	500	500	1,000	1,000
Communications - Telecommunications	262	241	241	248	248
Communications - Postage and Mailing Services	6,554	8,000	8,000	8,367	8,367
Retailer's Disc. Sw	12,705	20,000	20,000	15,000	15,000
Refuse Carts-Trash System	4,094	500	500	500	500
Miscellaneous Expenses	510	2,250	2,250	2,250	2,250
Rental and Leases	7,905	8,000	8,000	2,000	2,000
Capital Outlay	0	0	0	0	0
TOTAL	\$919,505	\$924,002	\$990,542	\$1,010,648	\$982,883



Solid Waste Management Fund - Refuse Collection Budget Description

The Department Requested FY 2007 Public Works / Refuse Collection budget of \$1,010,648 represents a 9.38% increase of \$86,646 as compared to the Adopted FY 2006 budget of \$924,002.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$22,782 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased insurance premiums and the end of the life insurance premium holiday.
- \$57,757 increase in Gas/Diesel – Private Company reflecting the rising cost of fuel.
- \$3,031 increase in Utilities due to the correction of charging the electricity used in the refuse collections building to the wrong budget.
- \$5,000 decrease in Retailer's Discount charges reflecting fewer payments to retailers for the sale of tags due to the increased usage of more annual decals by City residents.
- \$6,000 decrease in Rental and Lease charges for truck rental to continue to deliver carts to citizens during the peak season in September and October. Fewer residents are changing the size of their carts.

All major items requested are proposed for funding by the City Manager.

***Solid Waste Management Fund - Refuse Collection Performance Measures*****Goal 1:**

Maintain a high level of customer satisfaction in regard to the collection of solid waste (refuse, brush, bulk, litter and dead animals).

Objective:

Collect solid waste from households, small businesses and other locations in an environmentally sound and aesthetically acceptable manner.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Target FY 2007
Customer satisfaction rating (from City Survey – 67% represents good, 33% represents fair)	66	66	67	67
Number of missed collections (call backs) per 10,000 scheduled stops	19	13	18	12
Percentage of on-time bulk and brush pick-ups	95	95	96	96

Goal 2:

Provide solid waste collection as economically as possible.

Objective:

Collect solid waste in a cost effective and efficient manner.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Target FY 2007
Collection cost per service unit (per year)	\$52.03	\$51.04	\$53.00	\$55.00
Collection cost per pick-up for brush and bulk	\$13.37	\$13.17	\$13.50	\$14.00
Cost per ton of refuse, brush and bulk collected annually (total)	\$76.14	\$66.49	\$69.00	\$72.00



HISTORICAL FACT:

From April 6 to 10, 1865, Lynchburg served as the capital of Virginia. Under Governor William Smith, the executive and legislative branches of the Commonwealth moved to Lynchburg for the few days between the fall of Richmond and the fall of the Confederacy.

